

## **DVLA Terms of Reference**

### **Purpose**

To review the DVLA's current operation, service offering and change portfolio and make recommendations for a future business strategy which will enable transformation, including to digital services, and a step change in efficiency, whilst supporting economic growth and meeting statutory obligations.

### **Scope**

1. Consider the opportunities for transformation and greater efficiency having regard to both operational policy and business processes.
2. Consider the opportunities for service transformation for different types of DVLA services, including:
  - standard transactional services (e.g. issue of licences, changing address/changing keeper etc), including the management of outsourced contracts;
  - tax collection;
  - drivers medical services;
  - personalised number plates;
  - compliance and enforcement;
  - policy and managing statutory and EU obligations;
  - support for other public services (e.g. local authorities, UKBA, police and identity assurance);
  - support for the private sector (e.g. insurance industry, motor manufacturers, fleet operators etc.).
3. Consider the impact of transformation on both the national and local economies and on growth, including the potential for DVLA to become a digital centre for DfT and for Government more widely.
4. Recommend the appropriate operating model and governance structures to enable the delivery of the transformation, including the Board structure and non executive roles.
5. Recommend the appropriate timing and sequencing of the transformation, having regard to the capability and capacity of the organisation, current change portfolio and the risks to business continuity and tax compliance.

### **Process**

- Week 1: familiarisation and induction
- Week 2-3: gathering, assessment and testing of key data and evidence
- Week 4-5: consultation with key stakeholders and customers
- Week 6-8: development of propositions and test with CO, DVLA and DfT
- Week 9-10: draft findings
- Week 11-12: formal proposition

## **Governance and Resourcing**

- Review to be led by a DfT non-executive director, with oversight through a Steering Group comprising officials from DfT, DVLA, Cabinet Office and HM Treasury.